

Performance Plan

Student Financial Assistance - FY2002



Bi-Weekly Report as of March 1, 2002

PERFORMANCE PLAN INDICATOR STATUS AT A GLANCE*

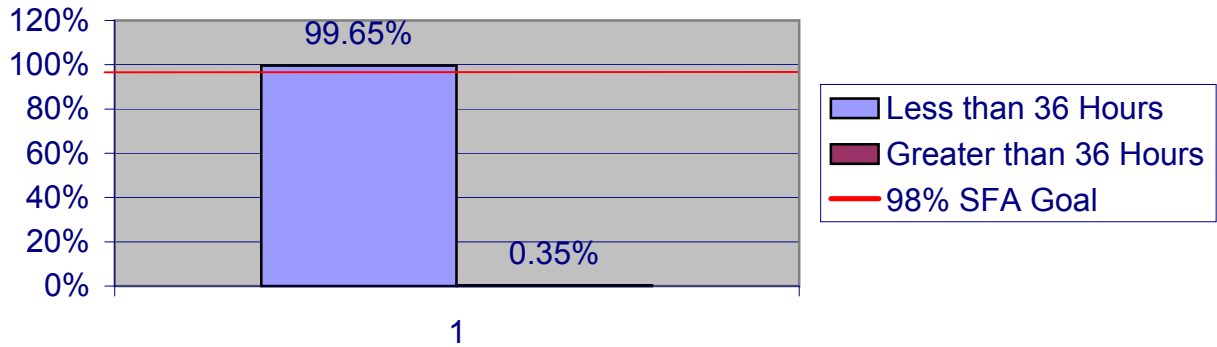
as of March 1, 2002

	Indicator	Status	EMT/E BM*
Students Channel	Develop the design concept for the Students Portal that will provide access to student related online services.		
	Establish integrated partnerships with 5 national organizations that target our identified audiences.		
	Develop and disseminate 5 new information products that respond to the needs of the target audiences.		
	Reduce the unit cost for calls received at 4-FED-AID.		
	Develop "One Channel, One Number."		
	Reduce the overall SFA documents printing budget by 10%.		
	Increase the number of FAFSA's filed electronically to 5.5 million in FY 2002 with 55% via our web product.		
	Process all paper and electronic FAFSA's with an average turnaround time of 6 days or less.		
	Reduce erroneous financial aid grant payment awards based on IRS match and improved verification.		
	Pell Grants overpayments (2001 Baseline = \$138 Million).		
	Fully support the Administration's efforts to improve the data match with the IRS.		
	Develop and deploy a re-engineered FAFSA on the Web product.		
	Increase by 25% the number of visitors to the Direct Loan Servicing Web site.		
	Implement Internet billing and online correspondence as part of the Direct Loan eServicing initiative.		
	Increase the number of lenders using EFT for Direct Consolidation by 100%.		
	Process loan consolidations in 45 days or less.		
	Increase the number of loan consolidation applications filed electronically to 80% of total applications.		
	Improve default recovery rate.		
	Increase the FY 2002 default recovery rate to 15%.		
	Ensure that default recovery totals exceed default claim totals for the fiscal year.		
Schools Channel	Recover \$200 million in defaulted loans using the National Directory of New Hires database matching program.		Y
	Demonstrate pursuit of improved default management and prevention strategies.		Y
	Combine data from CPS and CODS to target compliance monitoring in abnormal situations.		Y
	Keep the loan programs' cohort default rate under 8%		
	Implement a common business process for aid origination and disbursement of Pell Grants and Direct Loans.		Y
	Electronically integrate drawdown information with disbursement reporting data.		Y
	Institute eligibility check for valid ISIR on file for all Direct Loan recipients (except PLUS).		Y
	Provide tools for reviewing and monitoring of 30-day cash management reporting requirement.		Y
	Develop a design for "Consistent Answers for Customers."		
	Process 98% of the Direct loan origination and disbursement records within two days.		
	Design an electronic master promissory note for Direct and FFEL PLUS loans.	Drop	
	Implement Phase II of our eCampus Based modernization project.		
	Develop a design for electronic institutional financial statements and compliance audits.		
	Develop and deliver a series of services to new schools.		
	Identify trends in risk areas and provide targeted technical assistance to schools.		Y
	Identify areas for regulatory and legislative changes in the Title IV Programs.		Y
	Conduct at least three national conferences for schools.		
	Develop a guide on processing school closures that focuses on reducing the impact to students.		
	Provide schools with tools for compliance and continuous improvement in Title IV program delivery and service.		
	Identify areas for improving compliance effectiveness and take the appropriate steps to fix them.		Y
Financial Partners Channel	Process 98% of the Pell funding requests within 24-36 hours.		
	Release Version 2 of the School Portal.		
	Develop a single sign-on capability for the School Portal.		
	Resolve 94% of school compliance audits within six months of receipt.		
	Review SFA's current strategy for monitoring schools, lenders guaranty agencies and third-party servicers.		Y
	Establish Web Portal for Financial Partners to provide one stop access to SFA services and information.		
	Implement Phase II of the Financial Partners Data Mart.		Y
	Implement Phase III of the Financial Partners Data Mart.		Y
	Improve reliability of lender billing data through a redesigned lender payment process.		Y
	Continue monitoring the existing VFAs (4) and operational oversight.		
CIO	Provide VFA Report II to Congress.		
	Retire the FFEL System remaining GA and Lender functions, and FP related support.		
	Work with the GA community to establish common performance metrics in various areas.		
	Utilize the FP Data Mart as a basis to establish risk management assessment ability of various agencies.		
	Use established trade association work groups to emphasize data integrity and improve data reporting.		Y
	Complete the design of an enterprise-wide security and privacy architecture.		
	Identify technology infrastructure and adopt technology standards to support GPEA electronic transactions.		Y
	Appropriate integration of the IT investment management process with the acquisition process.		Y
	Certify and accredit 100% of the general support systems and major applications.		Y
	Install an electronic management and data retrieval system to support recordkeeping activities.		Y
	Expand SFA's enterprise-wide electronic signature to several other business applications.		Y
	Achieve 90% of the annual modernization milestones that have been approved by the ITIRB.		Y
	Achieve an average of 10% unit cost per aid receipt reduction for VDC costs.		
	Convert partner interfaces from a private network to the Internet.		

PERFORMANCE PLAN INDICATOR STATUS AT A GLANCE*
as of March 1, 2002

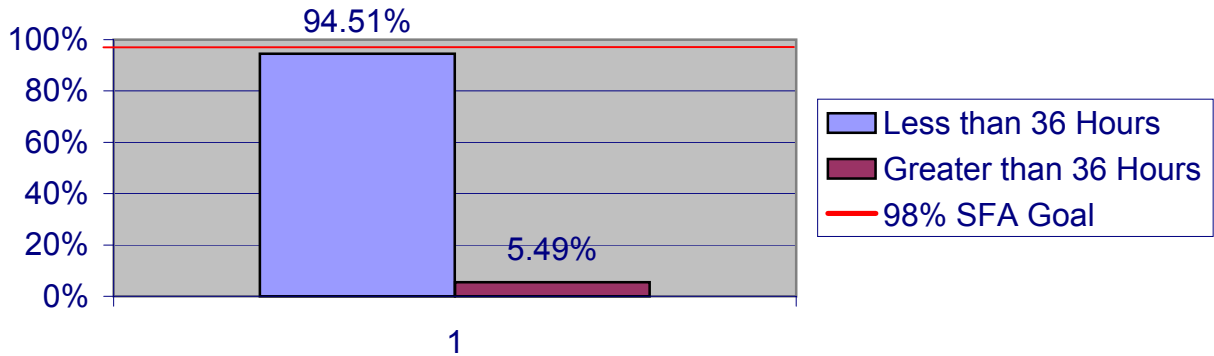
	Indicator	Status	EMT/E BM*
CIO cont'd	Continue phased re-engineering of current NSLDS.		
	Implement Enterprise Application Integration (EAI) Release 3 as defined in approved business case.		
	Implement Integrated Technical Architecture (ITA) Release 3 as defined in approved business case.		
	Develop a design for providing consistent data from modernized systems to SFA.		Y
CFO	Strengthen SFA's internal controls and financial integrity.		Y
	Develop and implement Phase IV of the Financial Management System.		Y
	Implement Oracle's "Federal Financial's" software package that meets federal accounting standards.		Y
	Develop the project plan to upgrade Oracle's "Federal Financial's" to version 11i in FY 2003.		Y
	Complete the concept and project plan to implement Oracle's multi-org capability.		Y
	Ensure that SFA receives a clean opinion on its FY 2002 financial statements.		Y
	Enhance SFA-wide activity-based costing as a management tool.		
	Implement improved Direct Loan servicing infrastructure.		Y
	Demonstrate data quality improvements in NSLDS to support the FFEL financing reporting.		Y
	Update the SFA High Risk Action Plan for FY 2002.		
	By 2003, Student Financial Assistance will leave the GAO high-risk list and will not return.		Y
	Complete general infrastructure and items to meet GAO criteria.		
	Strengthen financial management and internal controls.		
	Implement an integrated set of information systems.		
	Monitor recommendations to ensure that corrective actions are completed on time.		
	Ensure SFA systems are reconciled to the Department's general ledger within 45 days of month's end.		Y
	Meet regularly with GAO on the student financial assistance program's high risk status.		Y
	Prepare action plans within 60 days of OIG issuance of final reports, and implement 95% within timeframes.		Y
	Partner with the Department to ensure that SFA's new facility is fully functional and operational.		
	Review baseline budget data and develop a framework for budget requirements.		Y
	Use subsidy calculation assumptions to define requirements for a replicable model.		Y
	Integrate IT investment management and budget processes for submittal of the FY '04 budget to OMB.		Y
	Put financial management infrastructure in place.		Y
	Complete postproduction validation of the Financial Management System.		Y
	Make known the amount of funding available for IT initiatives at the beginning of the IT process.		Y
	Ensure the Department has strong documentation to demonstrate that it has addressed high-risk issues.		Y
	Reduce unit cost enough to overcome both increase in workload and shift in servicing operations.		
	Measure the satisfaction of students, schools and financial partners.		
	Integrate FSA systems.		
Enterprise Areas	Complete items in the SFA Action Plan on time 95% of the time.		Y
	Roll out scorecards on the remaining 75-plus teams.		
	Develop an intranet website with information about on-going, completed, and planned analytical projects.		
	Create an SFA Program Development Knowledge Database.		
	Release Version 2 of SFANet.		
	Provide comprehensive communications support for key initiatives.		
	Perform routine customer satisfaction surveys of Ombudsman services.		
	Capture data to answer FAQ's about Ombudsman case issues.		
	Modify procedures to expedite the recruitment process.		
	Implement new employee incentives and recognition programs that support the Performance Plan.		
	Implement SFA Performance Development Process.		
	Determine employees skills needed to effectively perform program functions.		
	Perform a 5-year workforce planning and restructuring analysis and include in FY '03 budget submission.		
	Develop workforce restructuring implementation plan.		
	Initiate competitive sourcing of appropriate tasks performed by employees consistent with the FAIR ACT.		
	Modernize Human Resources through the automation of key processes.		
	Develop a "Learning Management System" that will improve registration services for customers.		
	Create and launch an SFA Career Zone web site and Washington, D.C. location.		
	Develop and offer a multi-module voluntary learning series for SFA managers on "Managing for Performance."		
	Transform remaining program operations, legacy contracts into performance-based contracts.		
	Ensure that 100% of significant IT procurements are tied to an approved business case before processing.		Y
	Approve business cases for IT initiatives before consideration by the IRB.		Y
	Transform appropriate services contracts into performance-based instruments.		
	Provide performance-based training on acquisition management to all SFA managers.		

Accounting Transactions Processed Through RFMS to GAPS 02/18/2002 - 03/01/2002



SFA And ACS are partnering to process Pell Grant data through to GAPS accurately 98% of the time within 36 hours.

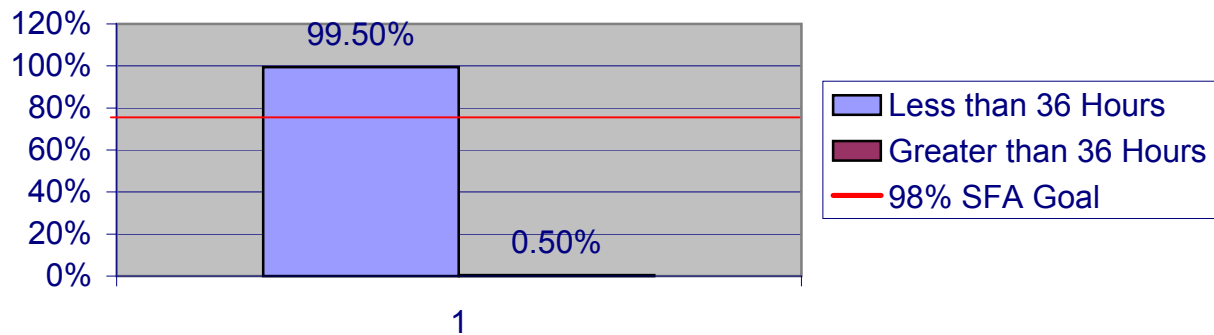
Accounting Transactions Processed Through RFMS to GAPS From 10/01/2001 Through 03/01/2002 (With GAPS shutdown)



SFA And ACS are partnering to process Pell Grant data through to GAPS accurately 98% of the time within 36 hours.

Note: GAPS shutdown 10/03/2001 - 10/04/2001; and 01/11/2002 - 01/21/2002.

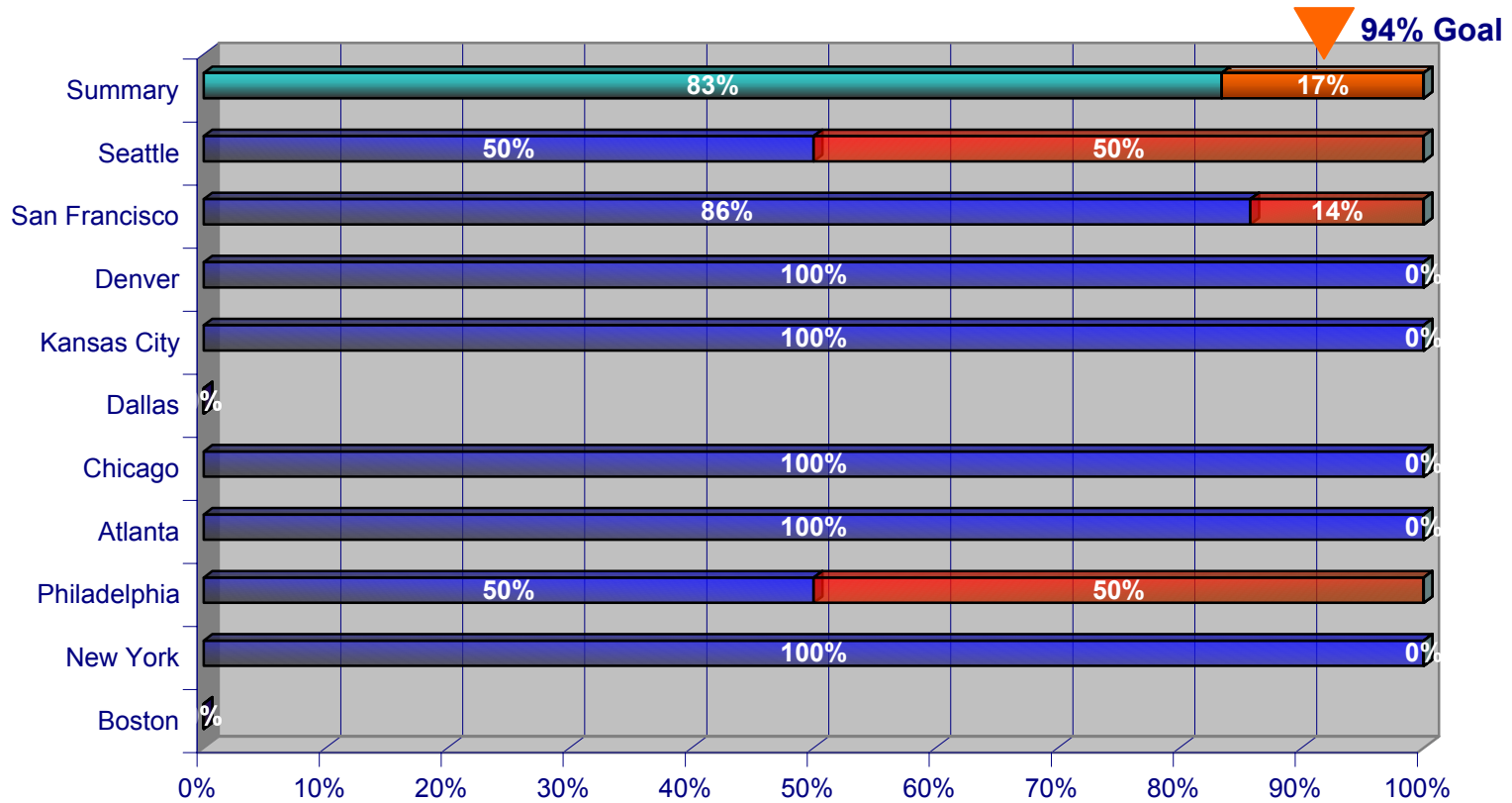
Accounting Transactions Processed Through RFMS to GAPS From 10/01/2001 Through 03/01/2002 (Without GAPS shutdown)



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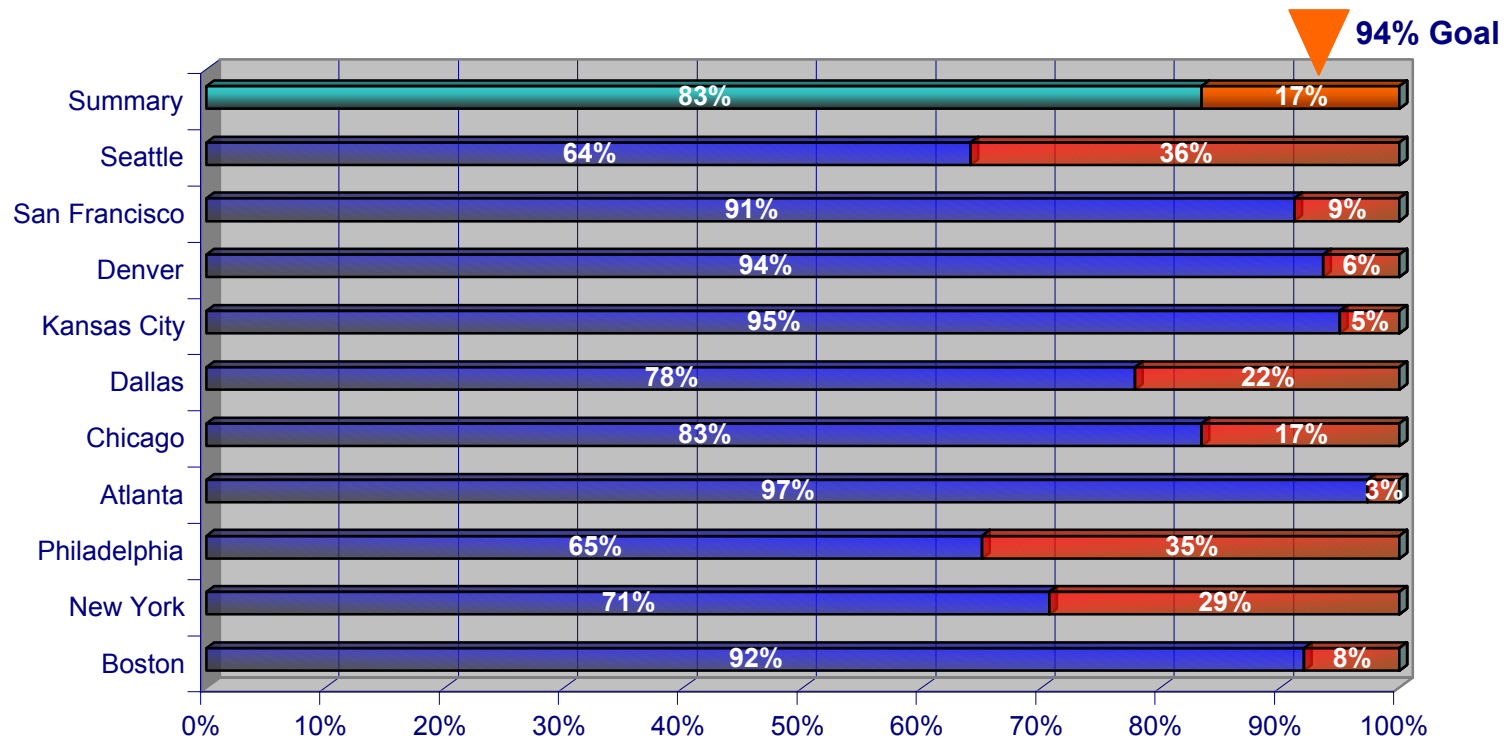
Note: GAPS shutdown 10/03/2001 - 10/04/2001; and 01/11/2002 - 01/21/2002.

FY 02 Biweekly Audit Performance Measures
02/18/2002 through 03/02/2002



	Boston	New York	Philadelphia	Atlanta	Chicago	Dallas	Kansas City	Denver	San Francisco	Seattle	Summary
□ Late	0	0	2	0	0	0	0	0	1	1	4
□ Ontime	0	1	2	2	5	0	1	2	6	1	20
■ Summary	0	1	4	2	5	0	1	2	7	2	24
■ "% Late"	0%	0%	50%	0%	0%	0%	0%	0%	14%	50%	17%
■ "% Ontime"	0%	100%	50%	100%	100%	0%	100%	100%	86%	50%	83%

**FY 02 CMO Cumulative Deficient Audit Process
10/01/2001 to 03/02/2002**



	Boston	New York	Philadelphia	Atlanta	Chicago	Dallas	Kansas City	Denver	San Francisco	Seattle	Summary
■ Late	2	10	14	1	7	6	1	2	6	9	58
■ On time	23	24	26	36	35	21	19	29	62	16	291
■ Summary	25	34	40	37	42	27	20	31	68	25	349
■ % Late	8%	29%	35%	3%	17%	22%	5%	6%	9%	36%	17%
■ % On time	92%	71%	65%	97%	83%	78%	95%	94%	91%	64%	83%

APPENDIX

ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
1	Students	Develop the design concept for the Students portal that will provide access to Student related online services. *	HISTORY: 2/15/02 Prototypes of the students portal have been completed. The infrastructure, development tools, security procedures, and posting procedures have been agreed to. Currently the portal is being refined to have a more user-friendly interface, and division of information. A focus group of college-aged students is being planned to occur in the next 2 weeks.	20%
2	Students	Establish strategic and integrated partnerships with 5 national organizations that provide services to Student Aid Awareness targeted audiences in order to champion access to postsecondary education.	HISTORY: 2/15/02 Relationship building is an on-going, often slow process. The 60% completion represents 3 of 5 partners that have been identified/contacted.	60%
3	Students	Develop and disseminate 5 new information products that respond to the needs of the target audiences.	HISTORY: 2/15/02 Some organizations request information from us that is not a "product", such as presentations or exhibits. The 60% completion represents information products being developed for 3 of 5 partners identified.	60%
4	Students	Reduce the unit cost for calls received at 4-FED AID.	HISTORY: 2/15/02 The FSAIC contract was renegotiated and started on October 2001.	meeting standard
5	Students	Develop One Channel, One Number.	This project is on target. We anticipate that the telephony for the one number will be in place by the actual completion date.	33%
6	Students	Reduce the overall SFA documents printing budget by 10%.	HISTORY: 2/15/02 To date we have spent less printing money than last year. It should be noted that the majority of the printing budget is spent in the 4th quarter.	meeting standard
7	Students	Increase the number of FAFSAs filed electronically from 5 million last year to 5.5 million in FY2002 with 55% via our web product.	HISTORY: 2/15/02 Through the end of January 2002, there have been 1,939,022 applications processed in FY02. Of these, 1,168,882 have been filed electronically, with 718,345, of them filed via the web. To date 61% of all electronic submissions have utilized the web. At this time, we are projecting that we will process 6,974,827 applications electronically in FY02. Of that number, we are projecting that 4,601,486 or 66% of them will be filed via the web.	meeting standard
8	Students	Process all paper and electronic FAFSA's with an average turnaround time of 6 days or less.	HISTORY: 2/15/02 For the 2002-03 processing cycle year to date, we are processing applications in an average of 3.5 days. For the most recent reporting period, we are processing applications in 2.7 days.	exceeding standard
9	Students, Schools, Analysis	Pell Grants overpayments (2001 Baseline = \$138 Million).		0%

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
10	Students	Fully support the administration's efforts to improve the data match with the IRS.	HISTORY: 2/15/02 Completion date depends on when the Treasury Department and Congress amend the Internal Revenue Code to allow ED to implement income verification with the IRS.	10%
11	Students	Develop and deploy a re-engineered FAFSA on the Web product that includes features that our customers' want, based on an architecture that is compatible with modernization objectives and that is scalable. *	The completed redesigned FAFSA on the Web application was made productional on January 1, 2002.	Completed
12	Students	Increase by 25% the number of visitors to the Direct Loan Servicing Web site.	HISTORY: 2/15/02 As of January 1, 2002, the average increase in the number of visits for the quarter is 21%, which is 4% lower than the goal.	below standard
13	Students	Implement Internet billing and online correspondence as part of the Direct Loan eServicing initiative.*	HISTORY: 2/15/02 Pilot Phase 2 is underway. We are on track to roll out in full production on schedule.	In pilot
14	Students	Increase the number of lenders using EFT for Direct Consolidation by 100%.	HISTORY: 2/15/02 As of February 15, 2002 the goal will have been exceeded by 60%. A total of 13 lenders participated in the original EFT pilot project. As of February 1, 2002, 39 lenders were using EFT and a total of 43 lenders will have enrolled by February 15, 2002. Lenders are excited about EFT because it reduces costs, time and increases both customer and employee satisfaction by decreasing the number of days required to book a loan. The dramatic impact of this initiative is seen in the fact that in December, 2000 a total of 1,428 loans were funded by EFT compared to November, 2001 where a total of 69,401 loans were funded by EFT.	Completed
15	Students	Process loan consolidations in 45 days or less.	HISTORY: 2/15/02 This goal has been exceeded by 9%. The number of applications accepted in FY2001 exceeded 1,280,000, with over 983,000 loans consolidated. Despite increases in application volume the average number of days required to book a loan continues to decrease below the goal of 45 days. As of January 2, 2002 consolidation loans are being booked in an average of 42 days.	exceeding standard

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
16	Students	Increase the number of loan consolidation applications filed electronically from 73% to 80% of total applications.	HISTORY: 2/15/02 This goal is 97.5% completed. For the three months of November and December, 2001 and January 2002, a total of 87,711 electronic applications were submitted compared to 23,687 paper applications. For these three months 78.5% of all applications for loan consolidation were submitted electronically.	exceeding standard
17	Students, Schools, Financial Partners	Increase the FY2002 default recovery rate to 15%.	GA 1st Quarter Recovery Totals - \$888,964,668 SFA 1st Quarter Recovery Totals - \$248,363,957 Combined Outstanding Balance - \$29.09 Billion	
18	Students, Schools, Financial Partners	Ensure that default recovery totals exceed default claim totals for the fiscal year.	1st Quarter Default Claims - \$390,421,072 1st Quarter Recoveries - \$1,137,328,625 HISTORY: 2/15/02 MEASURE UNDER REVIEW	
19	Students	Expand the use of the National Directory of New Hires database matching program to recover \$200-million in defaulted student loans. **	HISTORY: 2/15/02 First match for FY02 was conducted on 12/28/01. FY02 Collections to date: \$91,302,123.	meeting standard
20	Students, Schools, Financial Partners	Demonstrate pursuit of improved default management and prevention strategies. **	Milestone #2 has been delayed for implementation until 3/8/02. This is part of the FARS Retirement and is tied to issues we are having in retiring FARS. PRR is scheduled for 3/5/02. CMDM will not be ready until 4/15/02. This allows for FARS retirement (3/31/02) and all identified users of CMDM to be established.	15%
20.5	Schools	SFA will combine data from the Central Processing System (CPS) and Common Origination and Disbursement System to identify abnormal concentrations of students with unique characteristics (such as over 65) at an institution. Case Management will monitor the data monthly to identify irregularities and do additional review of the institutions and, if cases of fraud or abuse are suspected, refer them to the OIG.**	HISTORY: 2/15/02 The reporting requirement must be transferred to COD when it becomes operative. Ongoing monitoring of data irregularities and review of same will continue indefinitely.	Completed
21	Schools	Keep the loan programs' cohort default rate under 8%.	Calculation of the draft rates indicates that we will meet this measure with the release of the official FY 2000 rate in 9/02.	
22	Schools	Implement a common business process and system for aid origination and disbursement of Pell Grants and Direct Loans to provide the infrastructure to improve school reporting, cash management and internal control processes.**	HISTORY: 2/15/02 COD implementation has been delayed for the second time while partners prepare for restarting the SFA acceptance test which begins again on February 19, 2002. The revised implementation date is April 1, 2002, for the initial release of COD software with a 2nd release of additional functionality scheduled for May 13, 2002.	

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22.1	Schools	Electronically integrate drawdown information with disbursement reporting data to track cash balances at schools.**	HISTORY: 2/15/02 Pending successful implementation of COD system in Project SCH-0002.	
22.2	Schools	Institute eligibility check for valid ISIR on file for all Direct Loan recipients (except PLUS)**	HISTORY: 2/15/02 Pending successful implementation of COD system in Project SCH-0002.	
22.3	Schools	Improve the mechanism to age cash received by school and systematically monitor progress towards 30-day reporting requirements.**	HISTORY: 2/15/02 Pending successful implementation of COD system in Project SCH-0002.	
23	Schools	Develop a design for "Consistent Answers for Customers."		
24	Schools	Process 98% of the Direct Loan origination and disbursement records within two days.		
25	Schools	Design an electronic master p-note for Direct and FFEL PLUS loans.*	Dropped due to a lack of IRB funding.	
27	Schools	Implement Phase II of our eCampus Based modernization project by replacing the mainframe system with a new Oracle-based system. *	HISTORY: 2/15/02 Project is nearly complete. Performance and user acceptance testing still needs to be completed.	90%
28	Schools	Improve institutional records by developing a design for electronic school financial statements and compliance audits, and improve SFA recordkeeping by imaging current & future records in the DRCC, and better deployment of workflow. *	Completed second requirements gathering session on 2/27 and 2/28. Next scheduled requirement session is 3/12 and 3/13. 6299 school files have been added to the CMO Acorde system as of 8:00 AM, March 4, 2002. HISTORY: 2/15/02 eAudit is funded through 5/15/02 (Preliminary Design); The imaging project falls under CIO-50	15% 5%
29	Schools	Develop and deliver a series of services to new schools, which includes assistance during the first 12 months of their participation in the Title IV Programs.	The subteams are in the process of completing their work assignments. A report out of the workgroups is scheduled for 3/15/02. HISTORY: 2/15/02 Project is well underway; 3 subteams have been formed and all have begun working on their tasks.	
30	Schools	Identify trends in risk areas and provide targeted technical assistance to schools. **	We are gathering data that will allow our group to have first meeting 3/20 at which time we should also have school names which will allow us to develop the work plan. HISTORY: 2/15/02 We are gathering data that will allow our group to have first meeting 3/20 at which time we should also have school names which will allow us to develop the work plan.	10%

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31	Schools	Identify areas for regulatory and legislative changes in the Title IV Programs (including improvements to strengthen program integrity). **	HISTORY: 2/15/02 Based on x-sites data, submitted recommendations to neg. reg; held initial meeting to develop/design mechanism for obtaining recommendations for project. Milestone 1 completed.	20%
31.5	Schools	Conduct at least three national conferences for schools.	The Spring Conference convenes March 6 in Baltimore. Dr. Benjamin Carson will speak at the opening of the conference. Dep. Sec. Bill Hansen will deliver the keynote address, "The Administration's View of Student Aid." As of March 6, Student Financial Assistance becomes "Federal Student Aid" or "FSA." Dep. Sec. Hansen will make the announcement in his address at the Spring Conference. HISTORY: 2/15/02 The Spring Conference is set for March 6-8 in Baltimore and is targeted to both FFEL and DL schools. Dr. Benjamin Carson, doctor, author, educator, and champion of success in young people, is to speak on March 6. Deputy Secretary Bill Hansen is also scheduled to speak on March 6. In addition to sessions related to the operations of Title IV student aid, the conference will feature town meetings to listen to schools about the Reauthorization of the Higher Education Act.	
32	Schools	Develop a "How To" guide with our oversight partners on processing school closures that focuses on reducing the impact to students.	HISTORY: 2/15/02 Workgroups have been established and meetings have taken place. Most of the legal and policy underpinnings of the guide have been established.	
33	Schools	Promote the Title IV schools' quality performance by providing them with tools for understanding and improving management practices, program requirements, and verification outcomes.	Collaborating w/SFA U on training development and materials. HISTORY: 2/15/02 First set of new Assessments announced at EACs in Nov. & Dec.; web updates completed in 1/02. Verification software tool tested, accepted & released in 1/02. Collaborating w/SFA U on training development & materials.	60%
34	Schools	Identify areas for improving compliance effectiveness and take the appropriate steps to fix them. **	HISTORY: 2/15/02 Project on schedule	10%
35	Schools	Process 98% of the Pell funding requests from RFMS/COD system receipt to GAPS within 24-36 hours so that funds are available for school drawdown within 5 days.	For the period of 02/18/02 through 03/1/02, 99.65% were processed in less than 36 hours, and YTD 99.5% were processed in less than 36 hours. This does not count the GAPS shutdown periods.	exceeding standard

March 1, 2002

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
36	Schools	Release version 2 of School Portal. This version will provide a common look and feel of SFA websites for schools, enhanced query capabilities, and development of regional presence.	<p>Style guide and graphics made available by FSA communications. Plan a quick face lift to incorporate new FSA graphic. Continue to work with Mike High to develop a template for a common look and feel for all schools channel websites.</p> <p>HISTORY:</p> <p>2/15/02 Significant resources must be brought to bear to "solve" the search problem. Team leader trying to engage SFA CIO and Accenture Architecture teams in resolution. Facilitating a meeting with Autonomy and the CIO and Accenture team members. Striving to get SFA CIO to take ownership.</p>	<p>10%</p> <p>5%</p>
40	Schools	Resolve 94% of school compliance audits within six months of receipt to meet OMB A 50 requirements.	For the 2-week period ending 03/02/02, 83% of the audits were processed on time. However, this is only a total of four (4) audits that were not processed within the timeframe. The YTD average is 92% of audits are processed on time.	below standard
40.1	Schools/ Financial Partners	Review SFA's current strategy for monitoring schools, lenders, guaranty agencies and third-party servicers; identify the various levels and types of monitoring, including where performed and by whom. Determine which kinds of monitoring are linked to the basic administration of the student financial aid programs.**	<p>The CEG Fellows have been interviewing CMO staff. Karen Chauvin, Pat Trubia, and Victoria Edwards have been interviewed.</p> <p>HISTORY:</p> <p>2/15/02 Every Thursday until the end of March 2002, Patricia Trubia will meet in an advisory capacity with the CEG fellows tasked with identifying current ED-wide monitoring activity & making recommendations for improvement.</p>	
41	Financial Partners	Establish Web Portal for Financial Partners to provide one stop access to SFA services and information. *	<p>Detailed Design Document signed-off. Project proceeds with development activities. Implementation of the first release is ahead of schedule with a deployment date of 4/15/02.</p> <p>HISTORY:</p> <p>2/15/02 The project is on schedule to go live in production with the first release on 4/15/02.</p>	<p>45%</p> <p>75%</p>
42	Financial Partners	Implement Phase II of the Financial Partners Data Mart. This phase will provide self monitoring and oversight tools and focus on the data load and link with the new FMS to provide a continuous stream of financial data and selected NSLDS elements necessary to augment data comparisons and lender risk management assessment. * **	Milestone 2 (design) is pending sign-off. Development activities are underway.	30%

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43	Financial Partners	Implement Phase III of the Financial Partners Data Mart. This phase will provide augmented monitoring tools and oversight ability. The release will focus on the data load and links from FMS, PEPS, NSLDS, and an evaluation of any newly implemented processes or systems that may replace existing legacy links. * ** <i>(This phase commences in FY02 and will continue in development and deployment in FY03 with an objective end date of 12/31/02) .</i>	Project is dependent upon the completion of project P2002-FP-0002. Activities will commence once predecessor project is completed. HISTORY: 2/15/02 This phase has not yet started	0%
44	Financial Partners	Improve reliability of lender billing data through a redesigned lender payment process.* **	Project is behind schedule. Effort is contingent upon FFELP community commitment for implementation since the lender/servicer contracts may require correction. LAP development completed and testing is underway. HISTORY: 2/15/02 We are very behind and we are reliant upon the FFELP community for commitment to actual implementation since the lender/servicer contracts need to be corrected	45% 40%
45	Financial Partners	Ongoing monitoring of the existing VFAs (4) and operational oversight.	Obtained agreement with Guarantee Agencies on performance measures. Commencing with load of FY 01 data with FY 02 data to follow.	30%
46	Financial Partners	VFA Report II to Congress.	Project not yet started.	
47	Financial Partners	Retire the FFEL System remaining GA and Lender functions as well as FP related support in conjunction with the new FMS build for the Lender Payment Process Redesign.*	Project is dependent upon the completion of project P2002-FP-0004. Activities will commence once predecessor project is completed. HISTORY: 2/15/02 This is closely linked to project P2002-FP-0004. It can not be accomplished until the linked project is completed.	0%
48	Financial Partners	Work with the GA community to establish common performance metrics primarily in the areas of delinquency, default aversion and collections.	This project is being worked in conjunction with projects P2002-FP-0005.	10%
49	Financial Partners	Utilize the FP Data Mart as a basis to establish risk management assessment ability of Lenders, Servicers, and Guarantee Agencies-- Phase 1 (Phase 2 will cross into FY03 and commence 10/01/02 and end 12/31/02).	This project is being worked in conjunction with projects P2002-FP-0002 and P2002-FP-0003.	10%
49.5	Financial Partners	Consistent with the department's Strategic Plan, utilize established trade association work groups to emphasize data integrity through consistent standards and develop improved data reporting to SFA systems.**	Project will be accomplished through NSLDS redesign. Community input is being received. High level concept design is in process.	5%

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
37	CIO	Develop a "single sign-on" capability for the School Portal that will allow schools to access various Title IV databases with just one sign-on.	<p>Draft Requirements being circulated and discussed among Channels. On 2/27/02, IRB approved \$250K funding for Phase 2 (analysis, design and business case).</p> <p>HISTORY:</p> <p>2/15/02 Phase 1 is nearly completion and will meet it's target of 3/31/02 for delivery of final requirements document. IRB funding is required for following phases.</p>	70%
50.1	CIO	Complete the design of an enterprise-wide security and privacy architecture which supports the target state vision and complies with Government-wide and Departmental laws, rules and regulations, including necessary policy guidance, training materials, and lifecycle-support tools to help the business units build and operate systems worthy of trust.	<p>HISTORY:</p> <p>2/15/02 On schedule</p>	
50.2	CIO	Identify technology infrastructure and adopt technology standards necessary to support the Department's Government Paperwork Elimination Act (GPEA)-identified electronic transactions. **	<p>HISTORY:</p> <p>2/15/02 On schedule</p>	
50.3	CIO	Appropriate integration of the IT investment management process with the acquisition process.**	<p>HISTORY:</p> <p>2/15/02 On schedule</p>	
50.6	CIO	100% of general support systems and major applications will be certified and accredited or receive interim approval to operate, and will develop and test disaster recovery plans that are updated annually.**	<p>HISTORY:</p> <p>2/15/02 On schedule</p>	
50.7	CIO	Install an electronic management and data retrieval system to support both paper and electronic record-keeping activities after evaluating the SFA pilot. <i>(Initial phases only, full completion not anticipated until 9/30/2003.)**</i>	<p>HISTORY:</p> <p>2/15/02 Backfile Conversion On Schedule. Presented the ERM Business Case to the IRB on Feb. 6th. The Business Case was approved pending the current funding issue. Working to address how the ERM team can leverage other initiatives, such as LO/LC, e-Audit, and e-Signature in order to capitalize on how we can best utilize the funding to support multiple projects. Completed the scrubbing and shipping of 768 foreign school files this week. Due to the priority of these files 73 boxes were shipped and will be available on-line within one week. Shipping activities out of ROB3 continue on schedule.</p>	

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
50.8	CIO	Expand SFA enterprise-wide solution for electronic signature, (PIN, Digital Signature, Smart Cards, etc.) to several other business applications.**	HISTORY: 2/15/02 Perkins E-Note: Working with community of Perkins schools, national associations (COHEAO, NACUBO) and 3rd party servicers to define and provide multiple technology solutions to enable electronic signatures in the Perkins promissory note process.	
50.9	CIO	Provide continued support to channels for the design and development of Modernization Projects by achieving 90 percent of the annual major modernization milestones that have been approved by the Information Technology Investment Review Board. (See Sequencing Plan summarized in the Appendix of the Modernization Blueprint).* **	HISTORY: 2/15/02 On schedule	meeting standard
51	CIO	Achieve an average 10% unit cost per aid recipient reduction (FY 02 vs. FY 01) for VDC costs.	On schedule. Monthly reports will be provided to each business owner beginning March 2002 reflecting VDC cost and service level metrics. HISTORY: 2/15/02 On Schedule. Monthly reports are provided to each business owner reflecting VDC cost and service level metrics.	meeting standard
52	CIO	Convert partner interfaces from a private network to the Internet.*	HISTORY: 2/15/02 Completed 12/18/01	Completed
53	CIO	Continue phased re-engineering of current NSLDS by resolving interface issues and building a Student Aid Data Mart.*	HISTORY: 2/15/02 The management counsel (IRB) did not approve funding a Student Aid Data Mart.	
54	CIO	Release 3 of the EAI Core architecture will invest in building additional and enhanced information system services to enable end-to-end processes by the business applications. Implement EAI Release 3 as defined in approved business case.*	HISTORY: 2/15/02 On schedule	
55	CIO	Release 3 of the ITA will develop and deploy integrated technologies and processes to enable reuse across SFA's web-based applications (FAFSA, eCBS, etc.) Implement ITA Release 3 as defined in approved business case.*	HISTORY: 2/15/02 On schedule	

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57	CIO	Develop a design for providing consistent data across SFA from modernized systems to deliver consistent answers to our customers and provide consistent information for employees for program oversight. * **	HISTORY: 2/15/02 IRB removed this item from the 'placemat', along with the \$925,000 funding needed to complete the design. Even though data sources/systems identified and validation by SME's initiated, difficult to proceed. It is unlikely that CIO will be able to successfully complete this project, as intended, by 9/30/2002. Currently investigating alternatives.	
58	CFO	Strengthen SFA's Internal Controls and Financial Integrity. Develop FY 2002 plans by November 30, 2001. **	Plan in place, actions being worked in the plan are on track.	
59	CFO/Mod Partner, Financial Partners and Schools	Develop and implement Phase IV of the Financial Management System, providing a reliable tool to improve the internal controls and financial management of programs. **	Phase IV is a multi-release phase -- all releases are tied to Modernization efforts and the schedules by which they are scheduled and actually go-live. We are tied to eCampus Based scheduled to go-live in mid-March; two releases for COD are scheduled to go-live April 1 and mid-May; Lender redesign is currently scheduled to go-live in mid-June (six months behind schedule). The completion percentage is a best estimation for where the work is in relationship to the go-live dates.	
60.1	CFO/Mod Partner	Implement Oracle's "Federal Financial's," a software package that meets federal accounting standards.**	COMPLETED Implemented version 11.03 of the Oracle Federal Financials to support the SFA Program systems. Modules implemented, but to be enhanced in future releases are: GL, AP, AP and Fixed Assets.	Completed
60.2	CFO/Mod Partner	Work with Department to develop the project plan to upgrade Oracle "Federal Financials" to version 11i in FY 2003 to keep accounting system current. **	Analysis of this project is scheduled to begin in mid-March. We are talking with ED OCFO regarding how they plan to proceed.	
60.3	CFO/Mod Partner	Work with Department to complete the concept of operations for implementing Oracle's multi-org capability. Complete a project plan to implement it in FY 2003 and FY 2004, if the proof-of-concept initiative indicates multi-org should be implemented.**	Analysis of this project is scheduled to begin in mid-March. We are talking with ED OCFO regarding how they plan to proceed. Both ED OCFO and SFA agreed to discuss this once we're both on version 11i.	
61.2	CFO	Continue work to ensure that SFA receives a clean opinion on its FY 2002 financial statements and to ensure compliance with all laws and regulations, in particular the Federal Financial Management Act of 1996.**	New system (FMS) lacks complete data to perform reconciliations and financial statement preparation and account analysis. This problem should be resolved by 3/18, which will allow us to move forward. HISTORY: 2/15/02 Project plans due 2/15 to provide assurance that have processes and procedures in place for updated reconciliations and analyses for the new systems by 6/30/02.	

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62	CFO	Enhance SFA-wide activity-based costing as a management tool for decision-making and for managing costs.	We started cost steering committee meetings and received really good feedback and we have FY 01 model finalized and contract support is in place to provide budgetary and proprietary models in place in FY 2002.	
63	CFO	Implement improved DL servicing infrastructure to better support DL financial management reporting. (FARS Retirement). **	Share in Savings negotiations with Accenture are in process. HISTORY: 2/15/02 Contract is under negotiation. Data mart is in start-up and FMS is being implemented. We are currently behind schedule in reaching agreement with Accenture.	75%
64	CIO	Continue the NSLDS data quality efforts and continue to demonstrate data quality improvements to support the FFEL program financial reporting. **	Annual report of NSLDS data quality efforts in COY 01 was published and distributed to Linda Paulsen and others. HISTORY: 2/15/02 Independent report indicating the NSLDS information used by Budget in its subsidy model was generally of high quality. OCIO is continuing with monthly benchmarking and reporting.	
65	CFO	Update the SFA High Risk Action Plan for FY 2002. **	HISTORY: 2/15/02 Completed per MIT Plan on 12/31/01.	Completed
66	CFO	Monitor audit/management recommendations to ensure that planned corrective actions are completed within established timeframes.	This performance measure is the same as CFO-0003; therefore we have requested that this measure be dropped. HISTORY: 2/15/02 This performance measure is the same as CFO-0003; therefore we have requested that this measure be dropped.	
66.1	CFO	Ensure SFA systems are reconciled to the department's general ledger within 45 days of the end of each calendar month, improving timeliness in support of the financial statement audit process. **	February cash reconciliations are moving along briskly. Other reconciliations are being HISTORY: 2/15/02 Project plans due 2/15 to provide assurance that have processes and procedures in place for updated reconciliations and analyses for the new systems by 6/30/02.	below standard below standard
66.2	CFO	Meet regularly with GAO on status of improvements related to the student financial assistance program's high risk status. **	HISTORY: 2/15/02 Meet with GAO and Department personnel 2/8 to discuss strategies for HR issues.	N/A

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66.3	CFO	Prepare action plans within 60 days of OIG issuance of final reports. Implement 95% of accepted OIG and GAO recommendations using action plans within the committed timeframes. **	Preliminary reports from February month-end audit activities indicate we are on target in meeting this performance measure. Next update will provide more detailed information. HISTORY: 2/15/02 On target	meeting standard
67	CFO/ED's OM	Partner with the Department to ensure SFA's new facility is fully functional and operational.		
67.1	CFO	Review baseline budget data and develop a framework for budget requirements using the single appropriation that has been agreed to by the Department and OMB.**	HISTORY: 2/15/02 Worked with Budget to provided initial budget information to the OMB, but plan needs to be prepared to ensure framework is in place to meet midsession review requirements.	
67.2	CFO	Through a department/OMB Student Loan Credit Modeling Working Group, the department will clarify the underlying assumptions used to generate baseline and policy estimates and summarize the key issues regarding the subsidy calculation methodology that require an OMB policy decision for formulating the FY 2003 budget. Use these assumptions and decisions to define requirements for a mutually-supported auditable model that will allow all parties in OMB and the department to replicate and test all estimates used for policy and management decisions, as well as financial management reporting. **	HISTORY: 2/15/02 Will support ED-Budget in this process. Plan needs to be developed by Budget to ensure that new model in place for midsession review requirements.	
67.3	CFO	Appropriately integrate IT investment management process with the budget process by the time the FY 2004 budget is submitted to OMB.**	HISTORY: 2/15/02 Will support ED-CIO/ED-Budget in this process. SFA's IRB/Budgeting process is currently integrated, and will be sure that the FY 2004 continues this integration.	
67.4	CFO	Put Financial Management Infrastructure in place that is optimal for the department's needs and requirements.**	HISTORY: 2/15/02 Will support the MIT/OCFO in this process. However, currently SFA-CFO is reassessing the current structure to ensure is appropriate to support new processes and procedures.	
67.5	CFO	Complete postproduction validation of the Financial Management System**	Post Production Validation was designed to only test those accounting events that successfully passed the AUP process. For the accounting events tested in AUP, we are awaiting feedback from Cotton & Company as of this time to confirm status. HISTORY: 2/15/02 Support to OCFO in this process.	

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
67.6	CFO	Make known the approximate amount of funding available for significant IT initiatives at the beginning of the IT Investment Management process.**	HISTORY: 2/15/02 Will support ED-CIO in this process. SFA's IRB process includes providing the approximate amount of funding available for significant IT initiatives at the beginning of the IT Investment Management process.	
67.8	CFO	Ensure the Department has strong documentation to demonstrate that it has addressed high-risk issues.**	HISTORY: 2/15/02 Initial meetings held on documentation	
69	Communications	Release Version 2 of SFANet with enhanced knowledge management less dependent upon SFA's organizational structure.	Communications is in the process of redesigning FSANet. The second mock-up has been developed and we are conducting usability testing of the models. The final project is on track to be completed at the end of August.	
70	Communications	Provide comprehensive communications support for key initiatives such as New Building, Team Scorecards, and Career Zone.	This is an on-going project. We provided all the communications support for the new building, helped launch the Career Zone and have started communications work on rolling out the Team Scorecards.	
77	SFA University	Develop a "Learning Management System" that will support the administration, delivery and integration of training throughout SFA and with external partners.	HISTORY: 2/15/02 The LMS is on schedule to go live March 1, 2002. Currently most 2002 training workshops have not been given final location/dates; will be loaded and available within the LMS pending final dates and clearance through the moratorium.	85%
78	SFA University, HR	Create and launch an SFA Career Zone web site and Washington, DC location.	HISTORY: 2/15/02 The CZ project is on schedule for regional presentations, for web site, and for skill exchange courses. The opening of the DC facility has been delayed due to construction issues, change in building management; the hiring of counselors has been delayed pending resolution of contract issues. Both remaining items are expected to be resolved by April 30, 2002.	75%
79	SFA University	Develop and offer a multi-module voluntary learning series for SFA managers on "Managing for Performance."	HISTORY: 2/15/02 The first module of the managers program will be introduced at a pilot session in Chicago February 28.	10%
71	Ombudsman	Do routine customer satisfaction surveys of ombudsman services.	The Ombudsman staff are performing customer satisfaction surveys and compiling them every two weeks. The goal is to score less than 2.5 on a 1-5 scale with a 1 being the highest honor. Currently, research cases are averaging a 1.5 and general assistance cases are averaging 1.8 -- both well below the goal of 2.5.	exceeding standard
71.1	Ombudsman	Capture data to answer frequently asked questions about the presenting problems on Ombudsman cases.	The Ombudsman staff is gathering data to frequently asked questions and will deliver a quarterly report at the end of April.	

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
68	Analysis	Roll out scorecards to the remaining 75-plus SFA teams.	Public Strategies Group is SFA's operating partner primarily responsible to roll out scorecards to SFA teams. 25 teams (246 FTE) participated in the pilot roll out of scorecards during the fourth quarter of FY01. Between January 17, 2002 and March 1, 24 teams (161 FTE) completed scorecard roll outs. By the end of March 31, 2002, 57 teams (516 FTE) will have completed scorecard roll outs. At this point 51% of teams will have completed scorecard roll outs. Scorecards have been rolled out to both headquarters and regional staff.	51%
68.1	Analysis	Develop an intranet website with information about on-going, completed, and planned analytical projects that focus on the student aid programs and effective service delivery. <i>This site will also include information about relevant educational research conducted by sources outside of the Department.</i>		25%
	Analysis	Create SFA Program Development Knowledge Database that will serve as an historical repository of all private-letter guidance and Regional Q&A documents sent to ED Regional Offices, schools, agencies, lenders, servicers, associations, students, and parents. The database will be housed on the intranet and contents fully searchable.	HISTORY: 2/15/02 Project is fully developed and is being tested for 508 compliance. We are preparing to have users test the system before it goes live.	90%
72	SFA HR	Modify procedures to expedite the recruitment process.	On December 7, 2001, the Department of Education implemented EDHires, an automated recruitment system. Comparable efforts by FSA were deferred pending completion of the ED system. Once it became apparent that the Department would be successful in their efforts, staff from FSA Human Resources Staff worked with ED staff to facilitate the implementation of EDHires within FSA. In particular, FSA Human Resources has arranged for EDHires training for FSA managers and staff. FSA HR has also worked directly with FSA managers on recruiting for positions using the new EDHires.	Completed
73	SFA HR	Implement new employee incentives and recognition programs that support the performance plan.	The FSA Award program development was completed on January 29, 2002, and received approval from the Office of Chief Operating Officer on DATE. On October 4, 2001, negotiations with the union were completed and a memorandum of agreement was signed and forwarded to the Department's Labor Relations Officer for agency approval. On January 29, 2002, FSA received confirmation that our award program was approved.	Completed

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75	SFA HR	Implement SFA Performance Development Process.	After extensive effort by staff from FSA Human Resources and their operating partner, which included program development/promotion, and extensive consultation with FSA employees and officials from the Department's Office of Management and the union, it is apparent that there is insufficient support for this program and our efforts and resources have been diverted to other projects. FSA Human Resources has diverted its efforts and resources to support the Department's effort to improve the current General Performance Appraisal System. In particular, an FSA HR staff member was assigned to the ED team charged with developing recommendations for the new "ED Performance Accountability System" and the SFA HR Director is currently a member of the ED Human Capital Team, whose charge includes the implementation of the new ED Performance Accountability System.	
75.1	SFA HR	Determine employees skills needed to effectively perform program functions.	As part of FSA's efforts to develop the Performance Development Process, managers were asked to identify the competencies needed for all business processes within their channel/office to enable organizational success. These competencies were then compiled in the FSA Skill Catalog. The Skill Catalog is organized into 3 categories of skills: professional skills (required of all employees to create a performance-based culture); managerial skills (necessary for leading and managing); and functional skills (those necessary to perform a specific role). Functional skills are organized by organizational unit. The FSA Skill Catalog was forwarded to the ED Human Capital Team Leader on February 19, 2002.	Completed
75.2	SFA HR	Work with Department to perform a five-year workforce planning and restructuring analysis and include it as part of the FY 2003 Budget submission.	The Department has formed a team for developing recommendations on how to achieve the goals of the President's Management Agenda for restructuring. The team is comprised of representatives from each of the ED principal offices and private/public sector consulting groups. FSA has identified a representative from FSA Human Resources for this team. The FSA team representative is a member of a subteam responsible for developing recommendations on how administrative functions should be organized within the Department and individually charged with developing a report on the effectiveness of ED delegations of administrative authority (i.e. contracting, human resources, CIO & CFO).	50%

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
75.3	SFA HR	Work with the Department to develop workforce restructuring implementation plan.	The Department has formed a team for developing recommendations on how to achieve the goals of the Department and the President's Management Agenda on human capital. The team is comprised of representatives from each of the ED principal offices and private/public sector consulting groups. FSA has identified two representatives for this team -- one from FSA Human Resources and one from the FSA Chief Financial Officer (CFO).	50%
75.4	SFA HR	Implement a competitive sourcing pilot within SFA.	As our contribution to the Department's goal of competitively sourcing 5% (or 43 FTE) of its commercial activities for FY2002, FSA volunteered to identify at least 43 FTE from FSA. To achieve this goal before the end of FY2002, FSA planned to use a provision of the A-76 legislation known as "direct conversion." Through direct conversion, FSA planned to competitively source the work of as many as 60 FTE by the end of FY2002. After about two months of work during which we had identified functional areas to be competitively sourced and began preparation of performance work statements, the Department was informed that its efforts would not count as part of the 5% goal if the competitive sourcing was done through direct conversion. As an alternative to the 5% goal for FY2002, the Department was offered and accepted the option of competitively sourcing 15% of its commercial activities in FY2003. The Department has formed a team for developing recommendations on how to achieve the goals of the Department and the President's Management Agenda on competitive sourcing. The team is	50%
76	SFA HR	Modernize Human Resources through the automation of its key processes.	Dropped due to lack of IRB funding. As part of the FSA HR budget submission, we requested \$3,400,000 for modernization of HR services. Due to budget restraints, our automation efforts were scaled down considerably and our focus for FY 2002 became the development of automated system for processing employee retirements and time/attendance. More recently, our limited budget was completely eliminated and consequently, our work on this project has been suspended.	Dropped
80	Acquisition and Contracts Performance	Complete adoption of performance measures to appropriate legacy contracts.		
80.1	Acquisition and Contracts Performance	Contracting offices will ensure 100% of significant IT procurements, (e.g., hardware, software, and services) are tied to an approved business case before processing.**		
80.2	Acquisition and Contracts Performance	The contracting officer, project sponsor, and project manager will approve the business cases for significant IT initiatives before consideration by IRB.**		

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ID No	Channel	Action Item/ Performance Measure	Progress Summary	% Complete
81	Acquisition and Contracts Performance	Transform NSLDS and additional smaller contracts into performance-based instruments.		
82	Acquisition and Contracts Performance	Provide performance-based training on acquisition management to all SFA managers.		
0.9	COO	Complete items in the SFA Action Plan on time 95% of the time in FY 2002. **		